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ABSTRACT

Robertson, Davidson, and Sumner counties, Tennessee, were studied to determine the present 4-H organizational leadership situation and to find solutions to whatever problems they have. It was concluded that the following was needed in each county: (1) more organizational leaders--a minimum of one per club; (2) definitions of leader role in terms of expectations from agents and members; (3) effective training of leaders to assure self-confidence and competence; (4) more opportunities in which to use leaders; (5) more effective means of recognition; and (6) periodic evaluation of the county's situation by agents and leaders. The leadership development tasks of identification, selection, orientation, utilization, training, recognition, and evaluation are discussed. References and a self-evaluation sheet for organizational leaders are provided. (KM)

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A STUDY OF THE 4-H ORGANIZATIONAL LEADERSHIP DEVELOPMENT PROCESS IN ROBERTSON, DAVIDSON, AND SUMNER COUNTIES, TENNESSEE

Agricultural Extension 5120

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The Study Committee was composed of Shirley Miller, Assistant Extension Agent, Davidson County; Joan Billings, Assistant Extension Agent, Robertson County; Dorothy Moore, Assistant Extension Agent, Sumner County; and Glenda Sue Jellicorse, Assistant Professor, State 4-H Club Department.

The purpose of the study was to determine what the present 4-H organizational leadership situation is in the counties represented, to identify what problems exist and to find solutions. First of all, the committee members agreed upon the following definition of the term leader to begin their study: "An organizational leader is one who guides the over-all direction of the local 4-H Club and coordinates the total activities of the club; he works mainly in non-project areas in 4-H that are important to the successful operation of the 4-H Club." (7:2)

Present 4 H Organizational Leadership Situation

The following is a brief review of the 4-H Organizational Leader Situation in Davidson, Robertson and Sumner Counties, Tennessee:

DAVIDSON: There are thirty-seven 4-H Clubs in Davidson County and sixty-two organizational leaders. There are seventeen other leaders in the county who assist with county events, but have no club as such of their own. Some of the organizational leaders are teachers; others are parents. Twenty-nine Exploring and Junior Clubs and one Junior High Club meet during school hours. Two junior high clubs and one junior high club meet in the afternoon. Three junior and junior-high combination clubs and one county-wide senior club meet at night. There is not a formal leaders organization with officers and regular meeting dates in the county; however, the leaders meet when needs arise, elect chairmen for projects, and work together. The organizational leaders assist with the monthly club meetings. Those who are also parents of club members assist with county activities and

teacher leaders assist outside the clubs.

ROBERTSON: There are twenty-three organizational leaders serving fifteen schools and a total of fifty-one clubs in Robertson County. In most cases, the leader or leaders work with all the clubs at a particular school or in their community. The majority of the leaders are parents; a few teachers are organizational leaders. All Exploring Junior, Junior high and senior clubs, with the exception of one countywide senior club which meets at night, meet during school hours. The Leaders Organization meets monthly to assist in planning regular club meetings, special local and county activities and to generally "keep informed." The leaders assist in organizing the clubs, conduct an average of two club meetings a year, and assist the agents with the remainder of the monthly meetings as well as special local and county events and activities.

SUMNER: There are a total of eighty-three clubs, the junior clubs meet during school hours in their respective classrooms with the teachers serving as organizational leaders. Four junior high clubs meet after school with an average of one organizational leader each. The other junior high clubs meet during school hours with teachers serving as organizational leaders. The five senior clubs meet after school hours. Two of these clubs have no organizational leaders and the other three have an average of three leaders each. Most of the teacher leaders do not function outside of the classroom. There is no leader's organization that meets on a regular basis, however the leaders do meet when necessary for specific training or planning of certain programs.

The group discussed each county's situation regarding organizational leaders and concluded that similarities occurred and that the following was needed in each county:

1. More Organizational leaders are needed - mimimum of one for each club.

2. Roles of leaders should be defined in terms of expectations from agents and members.

3. Effective training of leaders should be given in order to give leaders self confidence and competence in accomplishing tasks.

4. More opportunities must be found in which leaders may be involved.

5. More effective means of recognition should be utilized.

6. Evaluation of county's situation should be made from time to time by agents and leaders.

Identification

A task every Extension Agent is faced with is the identification of leaders. Much of the agent's success in his program will depend on how this task is performed. Identification of potential leaders is one of the most important aspects of a good 4-H program in any given county.

An organizational leader has been previously defined and our situations defined giving us the number of leaders we need; therefore, we have a broad idea of the type persons we are seeking, but before we can really identify leaders we must know the characteristics of a successful leader. Some of these characteristics are:

1. has leadership potential,
2. can communicate effectively with others,
3. has motivation, desires to do a job well,
4. has fundamental personal strength, must be able to accept both criticism and praise,
5. understands others and has patience with others,
6. has a genuine interest in others and enjoys being with others,
7. participates in community or group projects and activities,
8. is respected, admired, and thought of as successful in the community,
9. has education and intelligence at least average of the community,
10. likes children and does not mind being alone with them,

11. is liked by children,

12. is able to work with adults,

13. is sought out by others to assist them with their individual or group problems,

14. has empathy (ability to put oneself in another's shoes),

15. has enthusiasm,

16. has self-confidence,

17. has ability to delegate tasks,

18. is willing to leave the neighborhood occasionally for training meetings.

After we know what characteristics in individuals we are to look for, we need sources of individuals. The following organizations and groups were chosen by the study committee as sources of leaders:

1. parents of 4-H Club members,

2. 4-H Alumni,

3. teachers,

4. young homemakers or young couples,

5. home demonstration clubs,

6. community clubs,

7. Parent-Teacher Associations,

8. neighborhood or community leaders

Once prospective leaders are identified, the selection process must follow; however, it must be emphasized that leader identification is a continuous process. It is not done once and forgotten; new leaders must be continuously identified.

SELECTION

Selection is considered as the second phase of developing leadership. It is also very important and should be carried out carefully. The three methods by which leaders are selected are: (1) self-appointment, (2) group selection or election, and (3) appointment by others. (4:9).

1. Leaders by self-appointment are those who volunteer their services without being asked by others (Dolan 4:10). According to Extension research, the most effective lay leaders are those who volunteer for the job (10:321).

2. Group selection or election is a sound and sensible way of selecting an acceptable leader. This method can be used effectively if the Extension agent understands the people of his county and how to motivate them.(10:321). It is important and usually desirable to get some group expression involved in the selection of leaders. This conveys to both the leader and the group making the selection a greater feeling of responsibility. However, this method of selection is not perfect. The group in attendance at the election may not be representative of the whole group, and also false modesty on the part of the potential leader may cause him to reject the nomination. (10:321). Even though this method is not perfect, it does consist of one of the leading underlying purposes of 4-H Club work - cooperative effort (8:66).

3. Appointing leaders in a desirable way of selecting leaders. In this method the leader is selected or appointed by one person or a committee. There are both advantages and disadvantages to this method. An advantage being that the agent or a select committee might be in a better position to select a potential leader. Disadvantages being that (1) individuals or committees may overlook the essential item of acceptability by the group of the person appointed or may mistake popularity for acceptability, (2) both individuals and committees are prone to consider availability, that is, who will take the job, not who will be acceptable to the group, and (3) the group needs to feel involved in some aspect in the selection. (10:321).

In Davidson, Robertson, and Sumner counties organizational leaders will be selected primarily by the self-appointment method. In Davidson county the organizational leaders are teachers and parents. They volunteer to be a leader and volunteer to assist with a particular club; they appoint themselves as leader for that club.

the organizational leaders are teachers. They volunteer to work with their class. In Robertson county the appointment by others method will be used in addition to the self-appointment method. Those leaders who volunteer to be an organization leader but have no preference of club are appointed to a particular club by the agents. Those leaders preferring a particular club and location will volunteer or appoint themselves as leader for that club.

ORIENTATION

Orientation, is "the purpose of orienting selected leaders to the role expectations of the leader position." (4:9). Orientation is probably the phase in the leadership development which is most often overlooked. It is different from training in that emphasis is placed on the expectations of the job. It is very important for leaders to know what is expected of them. Before asking anyone to serve as a leader his job should be analyzed. His qualifications should be decided, both to fit a general job description for 4-H Club Organizational Leaders and to fill the special position he will hold in the club. (5:3).

"Orientation is more than providing a booklet for leaders to read which lists activities of the county 4-H program." (4:10) This is one of the most important phases in the success of the program. Only when an organizational leader knows what his job consists of, is he in a better position to guide the 4-H Club toward its objectives. Orientation is "a systematic process which includes an established procedure." (4:10-11).

Depending upon the number of new leaders, orientation may be done either in groups or on an individual basis or both. The objectives of introducing a new leader to his job are:

1. To give the new leader a feeling of confidence in himself.
2. To make sure that he has complete knowledge of the conditions of his leader position.

3. To give him a feeling of pride in his club.

To accomplish the above objectives, the study committee will use the following to orient new organizational leaders in their respective counties:

A. Individual Contact

If first contact is made by telephone or home visit, an invitation will be extended to the new leader to visit the county agricultural Extension office in order to:

1. Become familiar with county agricultural Extension service personnel and available facilities.

2. Realize the importance and purpose of the 4-H Club Program and the Agricultural Cooperative Extension Service.

3. Be briefed on the county 4-H program in regard to the number of clubs, number of members - county total and local total, number and kinds of leaders and responsibilities of each, types of local, county and district activities.

4. Encouraged to join County Leaders Organization or other leaders groups.

5. Arrange for a visit to a local club other than one in which new leader will serve.

B. Group Meetings

In group meetings, new leaders should be given the following in regard to orientation:

1. More detailed information of tasks of job through question and answer sessions and discussion with agents and other leaders.

2. Informed of their relationship to other groups within the 4-H program.

3. Proper introduction to local club with whom he will work and to other local club organizational leaders.

Through both individual contacts and group meetings the new leader should be made to feel that his position is important and an integral part of the total program. More experienced leaders can inform new ones of the satisfactions of working with the 4-H Club program. Feedback and visitation will be used to determine orientation effectiveness and if

UTILIZATION

The utilization process is "putting the knowledge and skill of the leader into action in the most appropriate way." (4:12) It is very important that this phase in the process be a continuous one. Unless organizational leaders are allowed to perform designated responsibilities, all efforts put into identifying, selecting, orienting and training will be wasted! "Nothing will discourage a 'yes' the second time more quickly than not to be called upon to do anything." (2:3). If the organizational leader is to provide maximum service and leadership to the 4-H Club program and its members, both agents and leaders need to have a complete understanding of the responsibilities designated to each. The consensus of the study committee is that the following tasks be designated to organizational leaders;

1. Help members, parents, and the community understand purposes, objectives and ideals of the 4-H program.
2. Help members become responsible individuals and effective group members.
3. Help plan and evaluate the local club program.
4. Assist members in setting and evaluating progress toward their goals.
5. Give counsel and guidance to members and parents on project selection.
6. Provide meaningful learning experiences for 4-H members.
7. Help enroll new members and re-enroll present members.
8. Help club officers and committees understand and perform their duties.
9. Use effective ways to secure participation in local meetings, projects, events.
10. Encourage participation in county programs and events.
11. Coordinate work of all leaders and assist in securing additional leaders as needed.
12. Provide Extension office with necessary records and reports.
13. Help provide club continuity from one year to the next.
14. Participate in Leaders Organization, group and training meetings.

Leaders in turn must be able to rely on the agent for guidance and assistance. We plan to give the following assistance to the organizational leaders in Davidson, Robertson and Sumner counties;

1. Provide new ideas and teaching tools.
2. Once a leader has been given a clear understanding of a task, we will let him do it and use some of his own ideas.
3. Listen to leaders and their talk about their work, not just talk about our own when we are with them.
4. Put leaders up front as much as possible.
5. Allow leaders to help plan, execute and evaluate programs and activities.
6. Give challenging jobs to leaders not just busy or menial tasks.
7. Give constant appreciation to their work.

Evaluation of the utilization process will be through actual work performed by leader, leader feedback as to adequate assistance from agent and local member participation.

TRAINING

At this point in the development process of the organization leader a well-planned and executed training program must be developed in order to improve and maintain leadership.

Although the leadership development process is a systematic sequence of steps or stages, each stage cannot be considered discrete since there is considerable overlap in all steps. For example, training may occur quite frequently during the utilization stage in the form of on-the-job training.

Any 4-H Organization Leader Training programs needs to answer the following questions.

1. Who will determine the needed training?
2. What training do leaders need?
3. Who will conduct the training?
4. How will the training be conducted?

1. Who determines the needed training? Adult leaders help agents determine training needed from:

- The suggestions given by the adult leader group from each club.
- The suggestions from questionnaires presented by agents to leaders.
- The suggestions of each county adult leader project development committee
- The suggestions of the adult leaders association.
- The evaluation of leader effectiveness in the county by the agents.

2. What training do leaders need?

The training given adult leaders should be based upon what leaders identify. Additional training should be given that is vital yet not identified by the leaders but by the agents.

Laurel Sobrosky identifies what first year and experienced leaders tend most to ask for in leader training. (11:4).

First year leaders -

How to involve all members actively in club meetings and activities.
How to give responsibilities to boys and girls.
How to recognize individual achievement regardless of requirements.
How to help members feel a part of the group.
Help with recreation.
How to organize and supervise clubs.
Information about helps available for doing the job.
How to inform and work with people in the community.
Help with demonstrations.
Help with records.

Experienced Leaders -

How to inform and work with parents of members.
How to help members with project work.
Help with recreation.
How to inform and work with people in the community.
Help with demonstrations.
Help with records.

Needed training not identified above that would apply to both first year and experienced leaders:

The History, Philosophy and Objectives of 4-H
Planning a 4-H Program for a Year
How to Conduct a Club Meeting
Expanding 4-H Project Opportunities

3. Who will conduct the training?

Adult leaders with the help of agents should identify the needed training.

Adult leaders and agents should design an annual plan for leader development. Agents should make use of leaders of long tenure, those with experience and who have a "feel" for a certain area of training. These people can make a real impact on other volunteer leaders. Secure the help of other professional people whenever possible.

Adult Leaders

-Enthusiastic and experienced adult leaders are excellent trainers of other leaders. They help establish an enthusiastic atmosphere that motivates other leaders toward achievement.

-Adult leaders like to hear what other leaders are doing and what has worked successfully in other clubs.

-Adult leaders can train other adult leaders in specific subject matter content.

Parents

Enthusiastic parents of 4-H Club members can help leaders understand what parents can and will do. These parents can tell how to motivate other parents to be more helpful and supporting. They can help leaders in local clubs to get parents actively involved in 4-H Club work. Parents can motivate leaders by supporting them and recognizing them for their work.

4-H Club Members

4-H Club members can best help adult leaders by recognizing them for work well done and by working hard to achieve high standards. They can give method demonstrations at leader training meeting. They can present model club meetings demonstrations at leader training events. They can become active junior leaders. Outstanding 4-H Club members can tell of their outstanding accomplishments, emphasizing the important roles adult leaders have played.

4. How will the training be conducted?

Leader training may be conducted in a variety of methods. The method you chose to follow should meet your own county needs.

Meetings - county-wide, county (areas), city or community (not at the local club meeting)

- Leadership in Action
- Demonstrations
- Panels
- Films
- Symposiums
- Keynote Speakers

Individual Counseling -

- plans for regular sessions with all leaders.

  new leaders
  more frequently, a day or two before meetings are held

  experienced leaders - four to six times each year.

- emergency sessions will occur. Be sure leaders are notified and are planning for agent visits.

Group counseling with all leaders in each 4-H Club. Parents might be included at some of these meetings.

News letters, National 4-H News, individual letters, circular letters.

Correspondence Course by mail.

Radio, T.V., Newspapers.

Clubs visit clubs.

Leaders visit leaders.

Tours.

Planning and conducting county events.

Judges at local, county, district and state events.

Attending county, district, state and national events.

Adult leader association.

We feel that an organizational leader needs training in the following general areas:

1. 4-H Philosophy, History and Objectives
2. Leader Skills and Techniques for Conducting 4-H Work
3. Understanding Human Behavior
4. Expanding 4 H Opportunities

The following leader training program outline is presented only as a guide. You may wish to add to or subtract from the outline, in order to meet the needs of your own county program.

Suggested Area of Training For The Organizational Leader (7) (6:Sec. II).

1. Understanding the Philosophy, History, and Objectives of 4-H Work.
   Purpose: To understand and appreciate the basic philosophy of 4-H Club work.
   To know the basic objectives of 4-H work.
   To be familiar with the development and organization of the 4-H Club program.

2. Understanding and Working with Boys and Girls.
   Purpose: To understand more about the needs, interest and abilities of young people to more effectively work with them at various stages of development.

3. Conducting Effective 4-H Programs and Meetings.
   Purpose: To encourage 4-H meetings which include participation of all members.
   Provide additional leadership opportunities for members.
   Provide worthwhile educational experiences.

4. Planning 4-H Programs.
   Purpose: To help leaders plan worthwhile 4-H programs bases on needs, interests and abilities of club members.

5. Effective Demonstrations.
   Purpose: To give 4-H members an opportunity to develop leadership through appearing before groups. To give members an opportunity to practice things learned from agents and leaders.

6. Recreation Period.
   Purpose: To add interest to Extension programs and to provide opportunity for social and physical development of boys and girls.

7. 4-H Projects and Activities.
   Purpose: To familiarize leaders with 4-H projects available.
   To discuss 4-H projects requirements.
   To discuss expanding opportunities for 4-H members in projects and activities.

8. Special Events.
   Purpose: To acquaint leaders with opportunities available in order to build a stronger and better 4-H program.

9. 4-H Project Records.
   Purpose: To familiarize leaders with the qualities of a "good 4-H Record."

10. Recognition and Awards in 4-H Work.
    Purpose: To understand and use incentives productively with 4-H members which are keeping with educational objectives of 4-H work.

11. Working With Teen Leader; Working With Adult Leaders.
    Purpose: To consider ways junior leaders and adults work together.

RECOGNITION

A basic desire of man everywhere, whether he be in the deepest jungles of Africa, the cold vastness of the Artic, the green farm land of Robertson County, the concrete jungle of Metropolitan Davidson County, or the rolling hills of Sumner County, has the same basic drive---to be recognized by his fellow man. Each individual feels this need to be considered important. Man has four basic desires. These four "wishes" are security, new experiences, recognition and response. (1:27). Being known as an important person, getting one's name in the paper, working on a job which has high prestige, and other ways too obvious to mention are all ways of satisfying the need for recognition.

The study group feels that the highest form of recognition a person can receive is to be asked to assume an important leadership job and then be allowed to perform this function.

There are two major forms of recognition---tangible and intangible. (4:14). Both are used by the Extension personnel in our counties. Listed below are some types of recognition to be used in the counties of the study group members---

A. Intangible recognition.

1. Often a pat on the back and a simple thank-you can mean as much as a 25 year pin.

2. Appreciation (shown by thank you and cooperativeness) from club members themselves also is a good form of recognition.

3. Let them know they are essential to the job, not just taken for granted.

B. Tangible Recognition---

1. Leaders Recognition Dinner

Have a special dinner or breakfast at a time of year when leaders need spirits lifted and a rededication to the entire 4-H program. Recognize the leaders as people. Honor the leaders at this meeting by:

a. List leader's names on printed program.

b. Arrange for 4-H'ers, Alumni and Community leaders to be among those thanking the leaders.

c. Pronounce names correctly.

d. Use a few personal references and ancedotes when possible.

2. Pins, Certificates, and other awards

These can be used to make a number of years service or some special award for a special service. A corsage might even be presented to the ladies. Plaques and certificates can be used to denote a special service.

3. News Article, Feature Stories, and pictures

Use news stories or feature articles to recognize leaders. A feature article may be used to recognize a leader who has been especially effective. Pictures in the paper will also provide needed recognition.

4. Letters

Send personal letters using them to express thanks and congratulations.

5. Trips

Offer leaders trips such as 4-H Congress, Roundup Exchange trip, fairs, livestock shown, etc.

6. Leader I. D. Card

Use the I. D. Card to show membership in a group of the leaders.

7. Other Special Forms of Recognition

Scholarship - Three $100 scholarships are given each year to organizational teacher leaders in one county. This can be used to further their education during the next year. Their pictures are put in the paper with an article.

We as Extension agents must use some or all of the above methods to recognize the leaders we have. The process of recognition must be continually operating in the total leadership development.

Evaluation

Dolan (4:15) defines the evaluation process: "As the process of analyzing leader performance and results of informal, semi-formal and formal methods of evaluation." He also indicated that evaluation should occur daily, and even in absence of highly structured studies informal evaluation by the agent should be used daily concerning how the leaders are doing.

To evaluate, first we must have an objective in mind. We cannot measure the value of an action unless we know the objective it was designed to react. (2:12) . On the following page is a check list to be used by the leader for self evaluation and also by the agent for evaluation after observation of the organizational leader in action.

Evaluation techniques should be used to point out strengths as well as weakness. Results should stimulate group leadership to concentrate on improvement of the group. Evaluation is a function of leadership. Proper use of evaluation should increase group productivity in the long run.

The study committee group plans to use the following techniques as evaluation measures:

1. Observation by agent - The agents will attend the meeting and observe the organizational leader in action for evaluation purposes.

2. Reports and records turned in by leaders.

3. Interest and participation of members of club.

4. Self evaluation check sheet -(The leader will use this check sheet to evaluate their own situation and see where they need to improve.)

Evaluation is an investment which can produce group progress.

SELF EVALUATION SHEET FOR ORGANIZATIONAL LEADERS

Check in the appropriate column. Use at the beginning and end of each club year to evaluate your own qualification and measure your progress.

	NO	YES	TRYING
1. Do I help plan and evaluate the local club program?			
2. Do I help members in setting and evaluating progress toward their goals?			
3. Do I give counsel and guidance to members and parents on project selection?			
4. Do I help club officers and committees understand and perform their duties?			
5. Do I help enroll new members and re-enroll present members?			
6. Do I coordinate work of all leaders and assist in securing leaders as needed?			
7. Do I encourage participation in county programs and events?			
8. Do I provide the Extension office with necessary records and reports?			
9. Do I help provide club continuity from one year to the next?			
10. Do I participate in leaders organization or organizational leader training meetings?			

SUMMARY

In summary we feel that detailed attention should be given to each phase of the leadership development process (Identification, Selection, Orientation Training, Utilization, Recognition, and Evaluation) in order to develop the leaders needed to fill the necessary organizational leader positions in the three counties studied.

Leadership development is a continuous process whereby leadership is improved and maintained. Therefore, the county situation should be evaluated from time to time in order to determine the present situation and plan for continued growth and expansion in the area of organizational leadership in the county 4-H program.

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